

ICAZ Winter School

Leveraging on Technology for Efficiency



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Agenda

- Tomorrow's CFO
- Efficiency Levers
- Q & A

The Spotlight

- Urgent capital acquisition
- Cash flow
- Revenue challenges
- Volatility & uncertainty
 - Forecasts
 - Profitability
 - Risk management
 - Strategic decisions



Tomorrow's CFO

“The world the CFO now lives in is different - technical accounting skills are not as important. Finance must get closer to the business and partner with them to achieve objectives. Finance must also be confident enough to challenge the decision-making process.”

Paul Whelan, CFO, Telefonica O2 Ireland

CFO Pressures & Possibilities

Its no longer
just about
transactional
activities

A new economy has
emerged, challenging
enterprises in both
familiar and new ways



Reshape the
mission of the
finance
organisation

The CFOs New Role

- 70% of CFOs advising or decision making
- Enterprise risk mitigation
- Business model innovation
- Selection of key metrics linking performance to strategy execution

Value Integrators

- These Organisations Excel at:
- Integrating information company wide
- Analysing company wide information
- Convert info to competitive assets (new intelligence)
- Apply forward looking insights to:
 - Strategic Planning
 - Operational Optimisation
 - Manage:- risk, reduce costs, spot new opps

Value Integrators (cont.)

- Assist Company Wide Business Decisions
 - Better
 - Faster
 - More certainty of intended outcomes

This is the potential unleashed by a smarter planet, taking information in a complex and volatile environment and providing predictive insights that give the company a competitive edge.

Value Integrators (cont.)

Excel in two key areas:

- **Finance efficiency**

- The degree of process and data commonality across Finance & operational

- **Business Insight**

- The maturity level of finance talent, technology and analytical capabilities dedicated to providing optimization, planning and forward-looking insights.

The multiplier effect

- The performance boost created by combining efficiency and insight

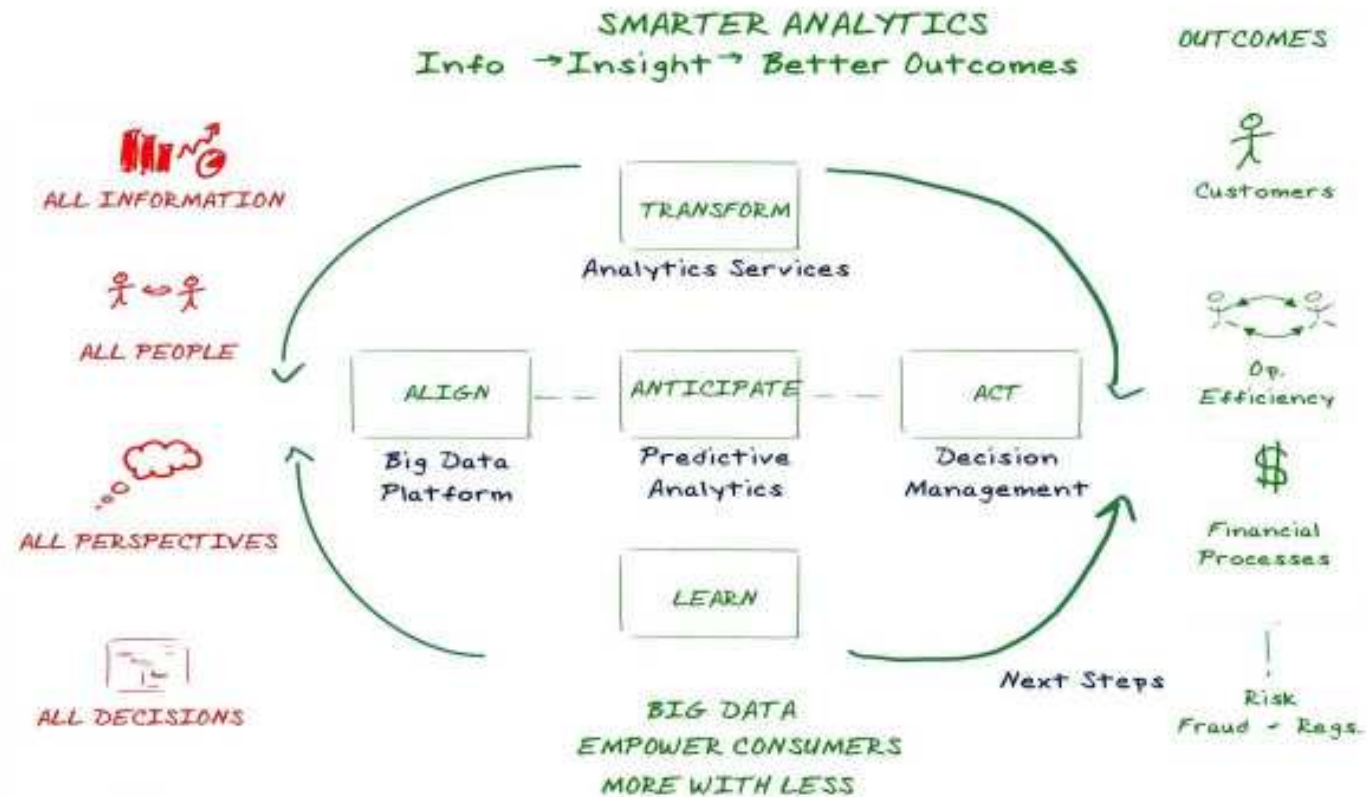
CFO Enterprise Focus

- Integrated information = business insight
- Understanding metrics or indicators
- Beyond financial risk into mitigating corporate risk
 - Strategic
 - Operational
 - Geopolitical
 - Legal
 - Environmental

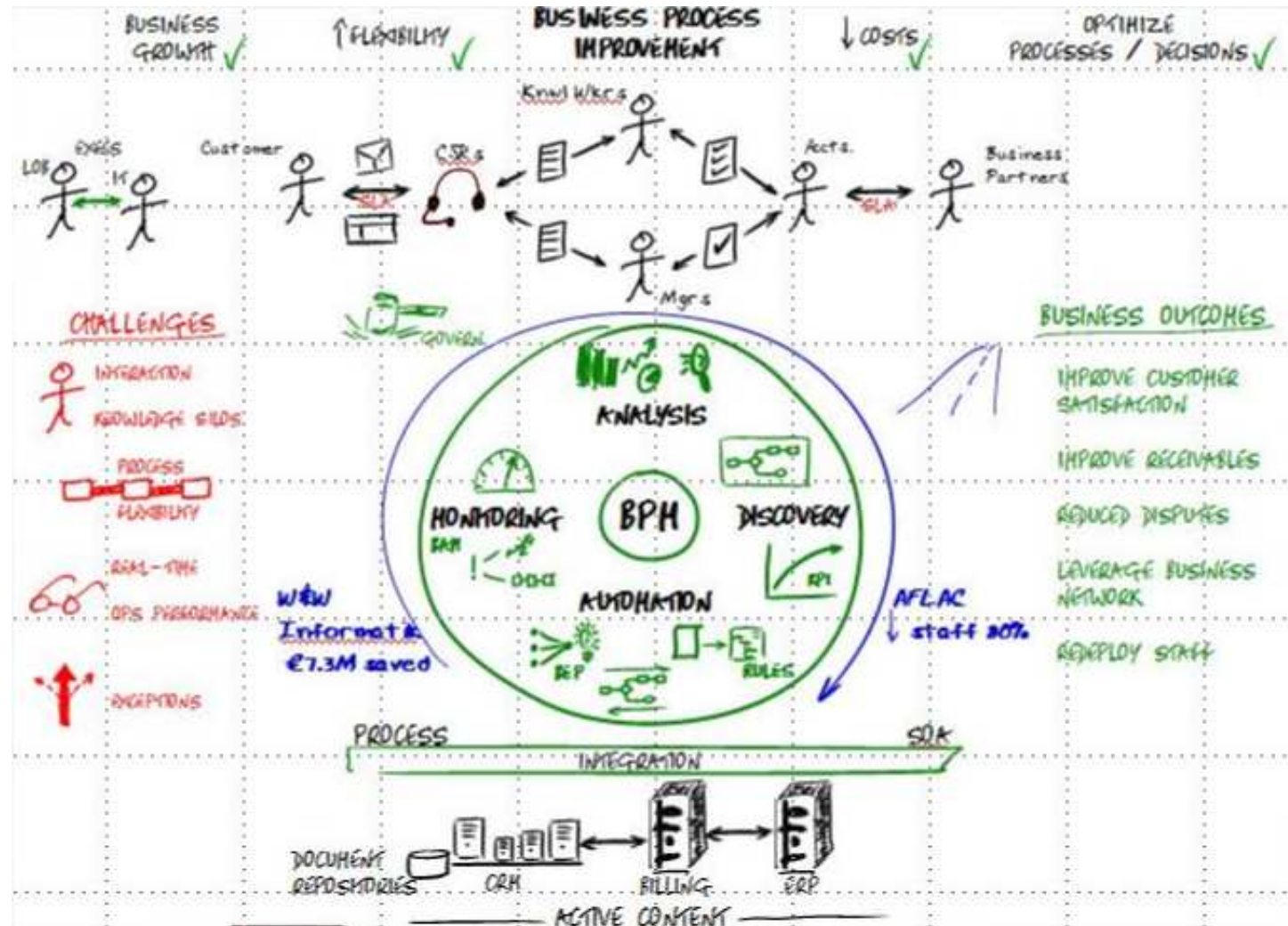
Insight Drives Value

The need for business insight has risen much faster than Finance's ability to produce it. What will it take to elevate Finance from supplying financial information to providing business advice?

Business Analytics



Business Process Management



THE BUSINESS



SUPPORT?



PERFORMANCE?



SCHEDULING?



AUTOMATION?



PROVISIONING?

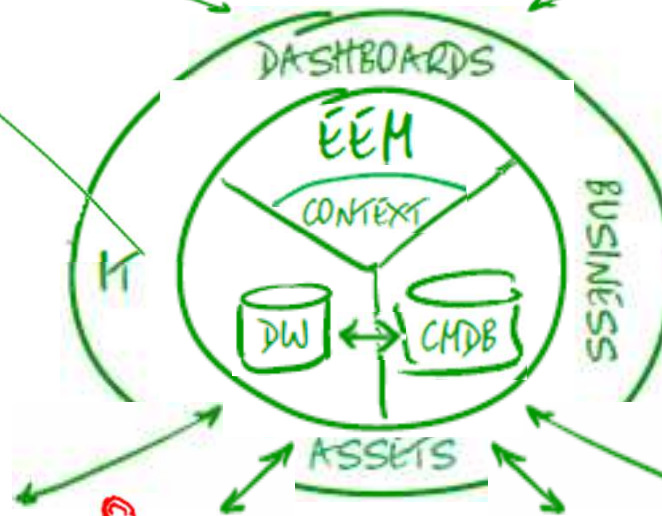
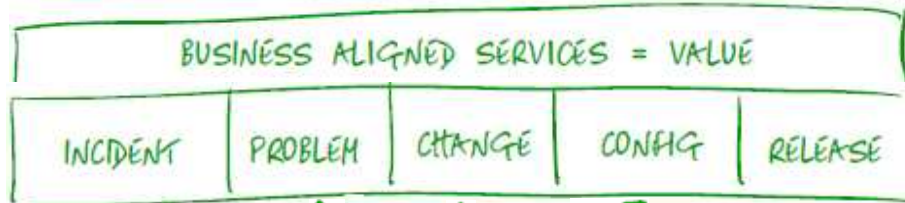


STORAGE?



ACCESS CONTROL?

COMPLIANCE?



Monitors

Automated Discovery

Need to know what I have... #1 #2 #3 #4

INFRASTRUCTURE



Questions?





